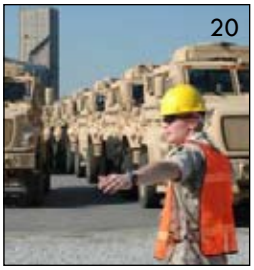
translog

THE JOURNAL OF SURFACE DEPLOYMENT AND DISTRIBUTION

Summer 2008

Breaking Ground

Summer 2008
June - August



translog

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from the Command Sergeant Major

Surface Warriors,

First, let me bid you greetings from Scott Air Force Base, Ill.

A year has passed since our initial move out here. Though the dust has started to settle, it will begin to stir again as we get closer to the final phase of our relocation.

The first phase of moving the Headquarters from Alexandria, Va., the Transportation Engineering Agency (TEA) from Newport News, Va., and some functions from the Operations Center at Fort Eustis, Va., has gone well. New Soldiers and civilians are starting to come straight to Scott to establish a stronger presence. Though we will have folks in Alexandria until October 2008, and at Fort Eustis until October 2010, we continue to welcome all those arriving with open arms.

We've had an "Arrival and Presentation of Colors Ceremony," where the SDDC colors joined the installation's other tenant flags displayed on Scott Field. We've had a "Ribbon Cutting Ceremony" to officially open our new, temporary headquarters building, establishing our presence on base. Additionally, we've hosted the TRANSCOM Commander's Conference, as well as our own Commander's Conference. As we continue to bring our organization together under one roof, our service to the warfighter and to all our customers has remained first class.

More recently, we have had a change of command. Brig. Gen. James Hodge became the 16th commander of our organization on June 30. Brig. Gen. Hodge is no stranger to SDDC. As a former deputy commander for us, we welcome him and his family back into the fold and look forward to his leadership during his tenure.

How great it is to be back on a military installation: the sound of reveille; the rhythm of feet going up and down the roads and running paths; the calling of cadence; the solemn stopping of movement to salute the flag as retreat is played at the end of the duty day. It gives me goose bumps just thinking about it.

It feels good to be a part of history as the first Army unit on Scott AFB since World War II, as well as establishing relationships with our Air Force family. Though it may sound like a joke when people talk about it, I'm happy and privileged to say …

"From the cornfields of the heartland of America – welcome to Scott Army Air Field … I mean Scott Air Force Base. Ya'll come see us now – ya' hear!"

Until next time...

Jomás R. Hawkins

Let's Roll

SDDC's first Lean Six Sigma project completed

By Jim Coe
SDDC Lean Six Sigma Manager

A Lean Six Sigma (LSS) project team from the 1182nd Transportation Terminal Battalion (TTB) completed the first LSS project for SDDC, July 1, 2008.

The 1182nd TTB is a Reserve unit activated as the Container Management Element under the 595th Transportation Terminal Group, Kuwait.

The project, "Streamlining Container Inventory Management and Data Input Process," focused on improving the process for inventorying and managing containers in Iraq.

Capt. Richard Crawford, Lean Six Sigma Green Belt with the 1182nd Transportation Terminal Battalion, works with a container inventory team member at a forward operating base in Iraq.

The team used two primary measurements: accuracy rate, or the total number of containers International Booking System-Container Management Module (IBS-CMM) shows at a forward operating base, as compared to a physical on-hand count, and error rate (the number of data input mistakes made at an FOB.)

Data collected by the team indicated a 74 percent accuracy rate with a 30 percent error rate.

"A recurring challenge while doing this project was lack of focus on container management," Capt. Richard Crawford, LSS Green Belt from the 1182nd noted. "Getting cooperation on doing a basic inventory, which was needed to gather measurement information, was difficult."

Analysis highlighted that additional-duty Container Control Officers (CCOs) were not properly managing containers or container data in IBS-CMM.

Pilot project improvement divided FOB Delta into zones and assigned zone CCOs to oversee unit-level CCOs to ensure all in- or out-processing of containers in yards was completed. After a six-week trial, zone CCO improvement increased the accuracy of IBS-CMM data. The accuracy rate of the FOB physical, on-hand count increased to a rate of more than 96 percent, and the error rate dropped to less than 4 percent.

The team developed control processes to make the zone concept part of normal FOB operations, made changes to standard operating procedures, developed additional training, and arranged for continued weekly monitoring of both IBS-CMM data accuracy and error rates at the battalion level.

Maj. Jesse McCurley led the project with Crawford providing the LSS expertise. Despite a demanding work schedule and multiple warfighter support missions, they completed the project in four months.

"In general, the LSS methodology is a proven improvement concept," Crawford said. "However, for it to change processes within the Army, support at the brigade, battalion and below must happen."

For more information on Lean Six Sigma in the Army and SDDC's efforts, see "Lean Six Sigma on a Roll at SDDC," on page 30.

SDDC units awarded

SDDC's 1185th Transportation Terminal Brigade, Lancaster, Pa., won a 2008 Chief of Staff, Army Combined Logistics Excellence Award in the "Army Reserve – Large Unit" category. SDDC's 838th Transportation Battalion, Rotterdam, Netherlands, was also recognized as runner-up in the "Active Army – Supporting Unit" category.

The ceremony was held June 3 in Alexandria, Va. Lt. Gen. Ann E. Dunwoody, then Deputy Chief of Staff G-4, hosted the event and recognized winners and runners-up of the Maintenance, Supply, and Deployment Excellence Awards.

Joint port operations support 25th Infantry Div. deployment

The 599th Transportation Group teamed up with the Fleet and Industrial Supply Center Pearl Harbor, the Navy's Military Sealift Command, and the 25th Infantry Division to begin loading the division's 3rd Brigade onto the USNS Pililaau at Pearl Harbor, Hawaii, July 12.

The load out to the National Training Center at Fort Irwin, Calif., was the first step in a deployment of 3rd Brigade. It also gave the Army transporters from the 599th the chance to once again work a joint port operation in Hawaii.

The USNS Pililaau is named for Pfc. Herbert K. Pililaau who was born Oct. 10, 1928, in Waianae, and died Sept. 17, 1951, on Heartbreak Ridge during the Korean War. He was posthumously awarded the Medal of Honor for his actions that day.

Former SDDC commander confirmed as first female four-star general

The U.S. Senate confirmed July 24 the appointment of Lt. Gen. Ann E. Dunwoody to the grade of four-star general.

Dunwoody, who will be the first woman to serve as a four-star general in the U.S. military, was also confirmed for assignment as commanding general, U.S. Army Materiel Command, headquartered at Fort Belvoir, Va.

Lt. Gen. Ann E. Dunwoody, former commander of SDDC, has been confirmed for appointment to the rank of general. She will be the first female four-star general in the history of the U.S. military.

"Lt. Gen. Dunwoody's leadership, character and career have best prepared her to lead the Army Materiel Command," said Secretary of the Army Pete Geren. "She will bring 33 years of experience to over 56 thousand Soldiers, DA Civilians, and their Families in 40 states and 50 countries as she serves as the next commanding general of Army Materiel Command."

Prior to taking her current assignment as deputy commanding general and chief of staff, U.S. Army Materiel Command at Fort Belvoir, Va., Dunwoody served as the deputy chief of staff, G-4 at the Pentagon. Dunwoody was also the first female commanding general of the Military Surface Deployment and Distribution Command, from 2002-2004.

As AMC commanding general, Dunwoody will command the teams of soldiers, civilians and contractors responsible for providing materiel readiness and development, new technology, acquisition support and logistics.


U.S. Army photo by Mike W. Petersen

Breaking Ground

Construction begins on joint facility at Scott Air Force Base

An official groundbreaking was held April 3 for the building that will house the U.S. Transportation Command (USTRANSCOM) Operations Center and serve as the headquarters for its Army component command, the Military Surface Deployment and Distribution Command (SDDC).

The 180,000 square foot consolidated USTRANSCOM/ SDDC/ Defense Intelligence Agency building is scheduled for completion in the summer of 2010 and is located directly behind TRANSCOM's current headquarters building. SDDC will occupy the building's third floor.

SDDC is currently housed in a temporary building at Scott AFB since relocating its headquarters from Alexandria, Va. SDDC began relocating last August in accordance with the 2005 Base Realignment and Closure (BRAC) Commission's recommendations. The phased relocation of the SDDC Operations Center will be complete once construction is finished.

Representing the SDDC command group at the ceremony was Patricia M. Young, Deputy to the Commander.

"SDDC received a warm welcome this past summer by base and community for the first phase of our BRAC relocation," Young said. "This new building represents the final step in our BRAC relocation from Virginia to Scott AFB."

The U.S. Army Corps of Engineers' Louisville District awarded the $93.6 million construction contract to River City Construction, LLC, in February.


An artist's rendition of the consolidated facility, which is slated for completion in 2010.

Passing the Colors

Former deputy commander takes SDDC reigns

Unit colors represented the SDDC units on duty around the world.

Brig. Gen James L. Hodge assumed command of the Military Surface Deployment and Distribution Command during a ceremony June 30 at Scott Air Force Base, Ill.

Hodge assumed command from Army Brig. Gen. Brian R. Layer who had served as acting commanding general of SDDC since May 12.

"It's great to be back at SDDC," Hodge said during the ceremony. "It's a true privilege to serve again with a command that has proven time and again that it's capable of learning to adapt to a changing environment."

Hodge served as SDDC's deputy commanding general from August 2005 to September 2007. He recently returned from assignment as commanding general (Forward) Army Materiel Command Forward and Army's Coalition Forces Land Component Command's C4 (Logistics and supply), Southwest Asia.

The ceremony was hosted by Gen. Norton A. Schwartz, commanding general, U.S. Transportation Command, and was officiated by Gen. Benjamin S. Griffin, commanding general, Army Materiel Command.

Brig. Gen. James L. Hodge

A cannon battery from the NCO Academy at Fort Leonard Wood, Mo., fires a salute to the general officers at the ceremony.

During the summer monsoon of 1968, a critical resupply convoy was ambushed in the tiny farming village of Ap Nhi, Vietnam. In fighting back the ambush at Ap Nhi, Sgt. William W. Seay earned the nation's highest military honor, but lost his life. TRANSLOG and SDDC commemorate the 40th anniversary of Sgt. Seay's courageous and selfless actions with this narrative of the battle.

Ambush at Ap Nhi

By Richard E. Killblane
U.S. Army Transportation Corps Historian

Sgt. William W. Seay
October 24, 1948 - August 25, 1968

August 25, 1968, was a typical monsoon season day. The clouds hung low, making flying helicopters dangerous, while intermittent hard rain drenched the area. A large resupply convoy of 81 trucks from the 48th Transportation Group departed Long Binh in three serials with six refrigeration trucks in the front, followed by cargo trucks, then fuel and ammunition trucks in the rear. The unimproved roads that spread out from Long Binh and Saigon like the spokes of a wheel were flat and filled with pot holes.

The convoy resupplied the 1st Brigade, 25th Infantry Division, located just seven miles from the Cambodian border. It normally took a few hours to complete the trip because of the mandated convoy speed limit of 20 miles per hour.

The 1st and 3rd Brigades of the 25th Infantry Division typically provided road security along the Main Supply Route, but the division's new commander, Maj. Gen. Ellis W. Williamson, had ordered the 3rd Brigade to Saigon. Convoy security was a high priority, but Military Assistance Command, Vietnam (MACV,) respected the local commander's decision. The reduction in force resulted from the anticipated third phase of the Tet Offensive. Williamson moved the 2nd Battalion, 34th Armor back to Cu Chi, while still ordering the 1st Brigade to secure the main supply route. Col. Duquesne "Duke" Wolf, 1st Brigade's commander, only had three undermanned rifle companies, three

from the archives

40 years ago

"The Department of Transportation has announced a Federal vehicle safety standard designed to help deter auto thefts by requiring every new passenger car to have an identification number which can be read from the outside of the car..."

Transportation Proceedings, August 1968

30 years ago

The Federal Aviation Administration wants airline passengers to stay in their seats and keep seat belts fastened throughout the flight. A new regulation has been proposed to require such on all domestic, flag and supplemental air carriers...

TRANSLOG, July 1978

undermanned mechanized infantry companies, two 105mm artillery batteries, and two medium batteries with no armored cavalry units attached. Wolf challenged Williamson's decision, to no avail. Only eight military police gun jeeps provided security for the 81 vehicles in the convoy.

The village of Ap Nhi and the Ben Cui Rubber Plantation, known locally as Little Rubber, flanked Route 22 for about a mile. The Ap Nhi side was mostly farm land, while the Little Rubber side had rubber trees growing to within 15 feet of the road. A drainage ditch and an earthen berm paralleled the road inside the trees.

At 11:45 a.m., the convoy entered the quiet village of Ap Nhi. The convoy passed what looked like a column of Army of the Republic of Vietnam (ARVN) soldiers marching along the north side of the road adjacent to the Little Rubber. The lead vehicles of the convoy had started to leave the village and the ammo and fuel vehicles were alongside the column when the supposed-ARVN soldiers opened fire on the convoy. The soldiers turned out to be Viet Cong. Elements of the 88th North Vietnamese Army Regiment had moved into the Little Rubber the previous evening to prepare an ambush.

This signaled the VC and NVA troops positioned in the Little Rubber to initiate an intense barrage of rocket, machinegun, and automatic-weapons fire on the convoy. The enemy first targeted the eight gun jeeps. The enemy then fired at the lead fuel trucks hoping to block part of the convoy. Two fuel tankers began to burn. In front of them, 30 trucks sped away, following standard operating procedure, leaving 51 trucks stranded in the mile-long kill zone. The enemy then set two ammunition trailers on fire at the rear of the convoy, sealing the trucks in place. The drivers climbed out of their vehicles and took up defensive positions either behind their trucks or in the ditch along the road.

The enemy had thoroughly planned the ambush. It occurred well beyond the range of the 1st Brigade's artillery. Likewise, the low ceiling initially prevented the use of air support. With the convoy trapped, the enemy left their cover and made a rush on the column of trucks.

When the convoy stopped, Spc. 4 William W. Seay, a 19-year-old driver from the 62nd Transportation Company, immediately jumped out of his truck and took a defensive position behind the left rear dual wheels of his truck. Seay's trailer carried high-explosive artillery powder charges. Spc. 4 David M. Sellman, also of the 62nd, in the truck behind Seay did the same. Another driver joined them, and the three drivers fought about 20 feet apart.

When the North Vietnamese assault reached to within 10 meters of the road, Seay, who was the closest, opened fire, killing two of the enemy. Sellman shot one enemy soldier just 15 meters in front of him, before his M-16 jammed. The drivers, however, had successfully turned back the first enemy assault.

The beleaguered drivers came under automatic fire from the berm and sniper fire from the trees. Seay spotted a sniper in a tree approximately 75 meters to his right front and killed him. Within minutes an enemy grenade rolled under the trailer within a few feet of Sellman. Without

20 years ago

"When mounted on vehicles [microprocessors] will be used to automatically charge bridge or highway tolls."

- Chuck Stan, MTMC industrial economist, from "Technological changes will have major impact," TRANSLOG, September 1988

10 years ago

The "Keystone State," a barge-derrick crane is christened June 20. The vessel honors 13 Army Reserve soldiers from the 14th Quartermaster Detachment (Greensburg, Pa.) that were killed by a SCUD missile during Operation Desert Storm.

TRANSLOG, Issue 2, 1998

U.S. Navy Photo

The Large, Medium-Speed Roll-on/Roll-off Ship USNS William W. Seay (T-AKR 302) was christened June 20, 1998. In addition to the Bob Hope Class ship, Seay's name graces five military parade fields, two tugboats, two officers' barracks, a training center, a movie theater, an auditorium and a shopping mall.

hesitation, Seay ran from his covered position while under intense enemy fire, picked up the grenade and threw it back to the North Vietnamese position. Four enemy soldiers jumped up from their covered position and tried to run when the grenade explosion killed them.

Minutes later another enemy grenade rolled near the group of drivers. Sellman kicked it off the road behind him. After it exploded, another enemy grenade rolled under Seay's trailer approximately three meters from his position. Again Seay left his covered position and threw the armed grenade back at the enemy. At the same time Sellman shot an enemy soldier crawling through the fence. After returning to his position, Seay and Sellman killed two more NVA soldiers trying to crawl through the fence.

Suddenly a bullet shattered the bone in Seay's right wrist. Seay called for Sellman to cover him as he ran back to the rear looking for someone to treat his wound.

Seay located Lt. Howard Brockbank, Spc. 4 William Hinote, and four other drivers in a group. Hinote saw that Seay had lost much blood and was in pain. One man applied a sterile dressing on the wound, but it did not stop the bleeding. Hinote then tied a tourniquet around Seay's wrist with his shirt. Seay continued to give encouragement and direction to his fellow soldiers.

Hinote mentioned his concern about Seay's shattered wrist. Seay told him to stay alive and not to worry about him. One soldier fired a full clip of his M-16 in one burst. "Take it easy!" Seay admonished the soldier. "Don't waste your ammo—we may run out. What will we do then, stand up and fight them with our fists? I wouldn't be any good at that!"

Weak from the loss of blood, Seay moved to the relative cover of a shallow ditch to rest. After another half hour of fighting, Hinote brought him some water. They occasionally fired at enemy positions while waiting for the next attack. Seay noticed three enemy soldiers who had crossed the road and were preparing to fire on his comrades. Seay raised to a half crouch and fired his rifle with his left hand, killing all three. Suddenly, a sniper's bullet struck Seay in the head, killing him instantly. He only had 60 days left in-country.

The battle continued for nearly nine hours, with artillery, aviation and infantry support helping to turn the tide for the outnumbered drivers. Around 9 p.m., an armored cavalry troop finally arrived at the rear of the column and forced the enemy to withdraw. Seven drivers lost their lives in the ambush, 10 more were wounded and two were taken prisoner. Of the relief force, 23 were killed and 35 wounded. This was the first large scale ambush for the 48th Group.

For conspicuous gallantry and intrepidity in action, Seay was posthumously promoted to sergeant and awarded the Congressional Medal of Honor.

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transitions

Maj. Gen. Kathleen Gainey receives the SDDC colors from Command Sgt. Maj. Tomas Hawkins during her change of command ceremony May 12.

Maj. Gen. Kathleen M. Gainey, 15th commander of SDDC, relinquished command May 12 to **Brig. Gen. Brian R. Layer**, SDDC deputy commanding general. Layer served as acting commander until June 30, when **Brig. Gen James L. Hodge** assumed command in a ceremony at Scott Air Force Base (see page 7 for the full story and photos.) Gainey was confirmed for the rank of lieutenant general and now serves as the Army G-4.

In a May 6 ceremony, the 595th Transportation Terminal Group was officially stood-up, with **Col. Stanley H. Wolosz, II**, assuming command from **Col. Sue Davidson**, commander of the 599th Trans. Group and interim commander for 595th (Provisional.)

Col. Stephen Farmen, 598th Trans. Group commander, relinquished command to **Col. Mark Westbrook** in a ceremony at Rotterdam, the Netherlands.

Lt. Col. James Stanford passed the colors of the 831st Transportation Battalion to **Lt. Col. Michael Frego** as he assumed command in Bahrain June 12.

Lt. Col. Robert Lehman assumed command of 833rd Trans. Bn. from **Lt. Col. Lydia V. Reeves** at Seattle, Wash., June 18.

Lt. Col. Russell Cole accepted command of 834th Trans. Bn. from **Lt. Col. Gregory Kandt** in Concord, Calif., June 19.

Lt. Col. Joseph Calisto, commander, 837th Trans. Bn., handed the battalion's colors to **Lt. Col. Samuel Blanton** in Daegu, Republic of Korea, June 20.

Lt. Col. Colice Powell, passed the battalion's colors of the 836th Trans. Bn. to **Lt. Col. Craig W. Jorgenson** at Yokohama, Japan, June 24.

Lt. Col. Ralph Riddle accepted command of 832nd Trans. Bn. from **Lt. Col. Manuel C. Meno** in a ceremony at Jacksonville, Fla., July 17.

Brig. Gen. Brian R. Layer, deputy commanding general for SDDC was promoted to brigadier general in a ceremony at Fort Eustis,Va. May 9.

Brig. Gen. Peter S. Lennon, Deputy Commander - Mobilization for SDDC, was promoted to brigadier general, in a ceremony June 6 at Seay Plaza, Fort Eustis, Va.

Lt. Col. Colice Powell, Col. Sue Davidson, commander, 599th Transportation Group, and **Lt. Col. Craig W. Jorgenson** salute during the 836th Trans. Bn. change of command at Yokohama, Japan, June 24.

From the South Pacific to Southwest Asia:

599th Transportation Group deploys to support CENTCOM

By Donna Klapakis
599th Transportation Group Command Affairs Officer

Twenty members of the 599th Transportation Group were able to find out how it felt to be part of Central Command in Southwest Asia when they deployed to work at the Port of Ash Shuaiba in Kuwait from November 2007 to May 2008.

The deployment element included the commander; command sergeant major; operations officer and staff; first sergeant; logistical staff; information management specialists; and the command affairs officer, all normally headquartered with Pacific Command in Hawaii.

Contractors load containers onto the LSV Bunker, an Army ship based in Kuwait Feb. 9, at the Port of Ash Shuaiba, Kuwait.

From the moment the staff reported in, they complemented the 595th Transportation Terminal Group staff already on the ground. Aside from the operations officer, who filled the role of deputy commander of the 595th, all the deployed personnel filled the same roles they performed daily at their home station of Wheeler Army Airfield, Hawaii, but with differences unique to the war zone.

"The main difference in Kuwait is that you could see the results your actions had on the Soldiers in the war," said Col. Susan Davidson, commander of the 599th. "Another difference is the amount of time you had [in Kuwait] to make a decision. There we would have to go with an 80 percent solution. While [in Hawaii], we have more time to plan, and can do the research and wait for the 95 percent solution," she said.

Chris Goss, planner for the operations section, said his work was more diverse in Kuwait.

"Here in Hawaii everybody pretty much stays in his own lane. There is some leeway, but the position description says what you are supposed to do," Goss said. "In Kuwait, if you noticed that something needed to be done, you would just go do it, and it could turn out to be as, or more, important than your usual job."

In supporting the 595th, the deployed team was the single port manager for 84 seaports in theater. They conducted deployment and redeployment of all units' sea and land cargo. Through the deployment, they managed more than 125,000 pieces, or 64 percent of the military cargo moving in the world at that time.

Of that cargo, 51,650 pieces of import and 31,231 pieces of export cargo moved through the Port of Ash Shuaiba, the busiest military seaport in the world.

The quick operational tempo was immediately apparent to the deployed team, as one of the most critical shipments to soldiers in Iraq began arriving by sea shortly after they did. The first Mine Resistant Ambush Protected transport vehicles to arrive in theater by sea came into Ash Shuaiba onboard the MV Alliance New York the evening of Nov. 25.

MRAPs roll off the tug and barge Thunder and Lightning at the Port of Ash Shuaiba, Kuwait, Dec. 23.

"I am so proud of how quickly we handled the turn around on the MRAPs going into Iraq," said Davidson. "They were first priority. As soon as the divisions could accept them, as soon as there was room for one more, we shipped it north."

The 595th, with its 599th crew, did not do all the work itself. The immense amount of work was divided between the group and five battalions in theater.

The 831st Deployment and Distribution Support Battalion handled the Port of Fujairah and United Arab Emirates vessel operations as well as tracking Afghanistan deployments and redeployments.

The 840th Deployment and Distribution Support Battalion provided redeployment support to all units in Iraq, and handled container management and Export Traffic Release Request processing for Defense Travel System cargo flowing through Umm Qasr.

The 1173rd Terminal Transportation Battalion controlled joint reception, staging, and onward movement of cargo at the Port of Ash Shuaiba.

The 1190th Deployment Support Brigade at Kuwait Naval Base, which was replaced by the 1179th Deployment Support Brigade in April, provided assistance to deploying and redeploying units in the planning, documentation and coordination of worldwide movement requirements.

As a part of moving the cargo, the unit had to keep track of containers in the theater. The 1182nd Transportation Battalion at Camp Arifjan, Kuwait, was tasked with that responsibility. The task required an entire battalion's full attention. Before formation of the battalion, many containers were unaccounted for after they left Kuwait to go north.

While 40 percent of its staff, including two-thirds of the operations section, was deployed to Kuwait, the portion of the 599th Transportation Group that remained in Hawaii was still tasked with the entire Pacific Command movement mission.

The command was only able to replace half of the empty positions with individual military augmentees.

"Our job didn't get smaller because some of us were deployed," said Cmdr. Thomas LaCoss, 599th executive officer. "We still had the entire Pacific mission, with all of its exercises. We all came together and didn't miss a beat to complete the mission," he said.

"My main concern was to make sure the customers knew that we wouldn't let them down," said Col. Cedric Jasmin, acting commander in Hawaii during the deployment. "I knew that the relationship the group had built with them over time was one of absolute trust, and I'm happy to say we were able to maintain that trust."

Statistics and mission descriptions mentioned in the story are from data compiled by the 595th TTG operations section.

"Nature heals."

SDDC's Mike White builds a living, healing memorial in Missouri

The entrance to Chris Neal Farm, near Farmington, Mo., bears the motto of Camp Hope: "Our thank you for serving."

by Lt. Col. Karen Conley
photos by Mike W. Petersen

Americans have demonstrated an altruistic streak when it comes to their military servicemembers. Many have donated money or time to charitable organizations dedicated to helping disabled veterans recover from wounds, both internal and external. Since the attacks of Sept. 11, 2001, grassroots volunteer-based groups have cropped up across the country in support of veterans. These homespun organizers give more of themselves, often in spite of income or time constraints, to make other people's lives better.

Parents and spouses of those killed or injured have started many of these organizations – providing hope and strength to other veterans and families facing the same challenges. In some cases, the organizers themselves are able to move forward by helping others. William "Mike" White falls into that category.

White, a Military Surface Deployment and Distribution Command (SDDC) equipment inspector at Military Ocean Terminal, Sunny Point (MOTSU), N.C., is the founder and executive director of Camp Hope, located on a parcel of land in southeastern Missouri. This very special place is living up to its name by helping disabled veterans participate in outdoor activities they enjoyed prior to becoming injured or disabled.

White's journey to help others started with a tragedy. His son, Pfc. Christopher Neal White, a Marine assigned

Jared Feldman, a former Army sergeant wounded in Iraq, spreads a fan of tail feathers from a turkey he killed at Camp Hope during the April turkey hunt.

to the First Marine Expeditionary Force, died in Iraq in 2006 when an improvised explosive device (IED) exploded under his vehicle in al-Anbar Province. White and his family were determined to find a way to keep their son's memory alive. The most logical choice was to do something associated with the outdoor activities Chris loved. According to his father, Chris was an avid outdoorsman from an early age, learning to hunt and fish while growing up in Kentucky and Missouri.

With this in mind, White purchased 180 acres of land – known as Chris Neal Farm – 70 miles south of St. Louis, Mo., for the purpose of providing disabled veterans a handicapped-accessible lodge and land for outdoor recreational activities to include hunting and fishing. He named the small farmhouse on the property in honor of Camp Hope in al-Anbar Province, Iraq. A new lodge, in the planning stages, will become the official Camp Hope facility. When it is completed, it will accommodate up to six veterans at a time. Frederick W. Hill, an architect and retired Army lieutenant colonel from Webster Groves, Mo., has already drawn up the plans for the 4,000 square foot, handicapped-accessible structure at no charge to the organization.

"People do not realize what these veterans are going through when they come home," White said. "There is self-esteem involved, and no hospital has a tree stand or gets them outdoors. These returning veterans need to enjoy what they used to do. Being here also gives them the opportunity to talk to other veterans who have experienced the same thing."

He believes Camp Hope is therapeutic as a place where there are no judgments or limits. It seems to be the right environment for veterans to deal with some of their challenges, he said.

White, who grew up in Missouri, chose the Farmington area because he had a strong support network there to help him get Camp Hope established. He devotes as much time as he possibly can, given the fact that he lives and works in North Carolina. Without the support of the board members, White admits he could not have started this project.

1st Lt. Joe Bogart displays his glass eye, one of the results of an IED attack in Iraq. Bogart, a combat engineer, chose to wear the U.S. Army Corps of Engineers castle with pride.

Mike White (seated) swaps stories with fellow hunters and veterans at Camp Hope during the spring turkey hunt.

"Camp Hope is supported by all volunteers," said White. According to him, they check on the property between hunting seasons, stock the camp with supplies, work the trails to make them more accessible, attend fundraisers, and participate in outdoor activities with the veterans. "At some point in the future, I would like to hire a disabled veteran to manage the facility and have year round access," said White.

While all the visitors hope to bag a deer or catch a bass, hunting is a backdrop to the healing process.

Beneath the American flag flies a tribute to fallen soldiers that reads "Lest they be forgotten."

"If you don't get anything, who cares?" said Jared Feldman, a former U.S. Army sergeant from Willard, Mo. Feldman suffered shrapnel wounds and hearing loss when he was wounded in Iraq. "It's about the camaraderie. I am glad Will started this program; it's an incredible place."

Being able to talk about the experiences that have shaped their lives is just as important as the outdoor activities. They all echo the same sentiment: spending time at Camp Hope aids in the healing process.

1st Lt. Joe Bogart, an engineer with the 5th Engineer Battalion, Fort Leonard Wood, Mo., was an active hunter before being struck by an IED while deployed to Iraq. The bomb claimed one of his eyes completely and left him legally blind. He was the first veteran invited to Camp Hope. With some assistance from friends and volunteers, he was able to participate in both the 2007 deer and the 2008 turkey seasons.

The creeks, woods and hills of Chris Neal Farm provide a peaceful, picturesque backdrop for the hunting, fishing and camaraderie among combat veterans.

"It's hard to put into words why I wanted to come back." Bogart said during the April turkey hunt. "In November, I was sitting on a rock overlooking an open field, hoping a deer would come, and suddenly I didn't care if I got a deer. A sense that everything is right in the world came over me, similar to my wedding day or when I first held my son. Some things are different, but I am still the same guy I was before I went to Iraq."

"I love coming here; it is something different," added Sgt. Bobby Lisek, of Springfield, Mo., who lost a leg and suffered a brain injury in an explosion in Iraq. "I didn't have any friends back here when I came back. I was able to meet other veterans like me who I have kept in touch with since leaving Camp Hope. It really helps. Even though I didn't get anything, it was the most fun I have had deer hunting since I was a kid."

White is expanding the use of the camp to allow the Department of Veterans Affairs Hospital in Poplar Bluff, Mo., to use the camp as an offsite location. All disabled veterans and their family members are eligible to visit at no cost, but first priority goes to veterans referred by disabled veterans service organizations.

White's determination to pay tribute to his son and to help wounded veterans is gaining momentum. He has strong support in both the local Missouri community and Southport, N.C. Local organizations continue to support Camp Hope through fundraisers and donations of time and materials. Determined to expand the scope of Camp Hope, White was able to convince the Missouri Department of Conservation to waive the out of state fee for hunting licenses for disabled veterans. Missouri was the first state to take this action. White's ultimate

1st Lt. Joe Bogart (right) talks with Camp Hope founder William "Mike" White.

vision is to see a Camp Hope in every state.

For White, the living memorial he is building in the Missouri woods to his son and to those who serve is an imperative.

"It had to be done, and hunting and being outdoors is what Chris enjoyed doing. It helps me to know that I am helping others."

Both volunteers and veterans alike see the evidence of White's work to help veterans.

"You see a change in them from the day they get here and the day they leave," said Jerry Wells, a Camp Hope Board Member and long time friend of White. "Nature heals."

"This place is the best medicine," Bogart said. "When I first came here, I got to know some other guys and we started talking about things we have dealt with. You talk to other people and get to see different perspectives out here. For some people to come to deer camp, it allows some of the scars to heal. Scars on the outside heal, but the ones on the inside are the hardest to heal."

The website for Camp Hope is www.ChrisNealFarm.com.

One of the tree stands on Chris Neal Farm overlooks a small glade in the Missouri woods.

Sunny Point employees build memorial to fallen heroes

By Lt. Col. Karen Conley
Photos by Ted Fanning

"It is a quiet, peaceful place for the MOTSU family to honor those who have sacrificed," Col. Michael Babul, Sunny Point commander, said of the memorial built by employees.

A brand new gazebo sits under several large shade trees next to a small pond at Military Ocean Terminal Sunny Point (MOTSU). Next to the gazebo is a large stone with the inscription, "Fallen Soldier Memorial, In Remembrance Of those who Served, All Gave Some, Some Gave All."

This peaceful new setting is the terminal's tribute to those North Carolina service members who have given their life in the War on Terror.

"It is a quiet peaceful place for the MOTSU family to honor those who have sacrificed," said Col. Michael Babul, the installation commander.

This project, completed by MOTSU employees on their own time with donations from the local community, could not have happened without the vision of Dan Golden, President of the American Federation of Government Employees Local 1708 at MOTSU. According to Golden, the employees wanted to do something to show their appreciation for America's fallen heroes, especially because some of their own employees had lost loved ones in Iraq. He went to the command in 2006 with a concept plan for the memorial.

"I went to Col. Babul and Mr. Parker with a stick man drawing," Golden said. "They said we need some real plans so I took my drawing to local artist Holly Diehl for a rendering."

The command approved the rendering by Diehl and the MOTSU family started working on their new project in February 2007. The finishing touches to the Memorial were completed the week prior to the 2008 Memorial Day holiday.

The MOTSU employees took the upcoming holiday as an opportunity to dedicate the new structure. The ceremony included speeches from Babul, Provost Marshall Capt. Carl Reuter, Golden, and William White, a MOTSU employee whose son, Christopher was killed in Iraq in 2006.

"This dedication was a culmination of almost two years of planning and work," said Golden. "It was all volunteers, off the clock, no government dollars. With donations and the fundraisers, we did it."

Orators read the names and rang a bell for each North Carolina veteran who has been killed in the War on Terror. All of the local businesses that made donations were in attendance, as well as Rosalie Lewis Calarco, a representative for Congressman Mike McIntyre, 7th District, North Carolina. The ceremony concluded with a reception adjacent to the memorial.

Mike White, SDDC equipment inspector and founder of Camp Hope, bows his head during the dedication of the memorial.

SDDC Charleston works jointly to ship 4,000 MRAPs

Army, Navy, Marines, Coast Guard take part in deploying lifesaving trucks

By Maj. Chris LeCron, SDDC Command Affairs
Photos by Master Sgt. Kevin Young

From the weather deck of a Navy cargo ship, a sea of new Mine Resistant Ambush Protected vehicles is visible at the Charleston seaport, ready for sealift to U.S. Central Command in March 2008.

As of June 2008, more than 4,000 Mine Resistant Ambush Protected (MRAP) vehicles have been delivered by sealift out of Charleston, S.C. to the U.S. Central Command area of operations in the Middle East.

The MRAP sealift operation in Charleston is managed by the 841st Transportation Seaport Battalion, a subordinate unit of Military Surface Deployment Distribution Command (SDDC). Multiple Department of Defense and commercial partners are involved in the operation, to include Military Sealift Command, Naval Space and Warfare Command, Coast Guard Charleston, contracted longshoremen from Marine Terminals Corporation, and the Savannah Marines.

"This is truly an achievement of all the military and commercial partners in this venture," said Gen. Norton A. Schwartz, U.S. Transportation Command commander. "These lifesaving vehicles are proving their value every day in protecting our warfighters and keeping them safe while in harm's way."

MRAP vehicles have an awesome record of saving lives in Iraq and Afghanistan. The special design and characteristics of MRAP vehicles help deflect and deter impact from road side explosions such as improvised explosive devices (IEDs) and explosive formed projectiles (EFPs).

High ranking DOD officials and military officers such as Secretary of Defense Robert Gates, and the 3rd Infantry Division commander, Maj. Gen. Rick Lynch, have praised the MRAP vehicle performance in combat.

"MRAPs allow my soldiers to survive explosions that were previously deadly. I am convinced of that, Lynch said in a USA Today article.

The shipment of these vehicles by sealift has not been without multiple challenges. The 841st Trans. Bn. in Charleston worked as a team to record the dimensions of a variety of new vehicles as they arrived in the seaport staging area. SDDC soldiers and Department of the Army civilians

Coast Guard Sector Charleston provides waterside security during an MRAP upload in support of Operation Iraqi Freedom by the 841st Transportation Battalion, at Charleston, S.C., March 2008.

worked long hours preparing the high-priority cargo for sealift.

Although many MRAP vehicles arrived very close to the vessel load date, the MRAP sealift team worked quickly to ensure the cargo was properly documented, inspected, and loaded safely and securely while meeting the required delivery date.

"Since MRAP vehicles are such high priority cargo, we inspect and inventory the vehicles daily down to each type by model, branch of service, and designated vessel," said Capt. Phil Raumberger, 841st Trans. Bn. operations officer.

The Charleston MRAP sealift team expects to continue loading large quantities of MRAP vehicles throughout the calendar year to meet the Secretary of Defense's delivery timeline. Sealift shipments can send up to 500 MRAP vehicles on one Military Sealift Command vessel.

The 841st also manages a dedicated workforce of civilian longshoremen.

"Without the Local 1422 longshoremen, we would have to bring a large group of qualified soldiers to the port to act as our labor force," said Kristine Sports, 841st Trans. Bn. contracting officer representative.

A Marine from the 4th Landing Support Battalion, Savannah, Ga., directs movement of Mine Resistant Ambush Protected vehicles in the Charleston seaport staging area in preparation for loading a cargo vessel.

The largest sealift shipment of MRAPs out of Charleston consisted of more than 500 vehicles on one Navy cargo ship. Transporting the same amount of vehicles by airlift would require approximately 150 Air Force cargo planes.

The MRAP airlift mission will continue as it is the fastest method to transport the high priority cargo. However, the ability of DOD sealift by the 841st in Charleston to ship several hundred MRAPs on roll-on roll-off vessels and more than 500 MRAPs on Navy cargo ships will ensure that the vast majority of MRAPs will be moved via sealift.

"We are putting all of our efforts and time into shipping this life-saving equipment," said Guillermo Mosquera, an Army civilian transportation specialist with 841st and retired Army noncommissioned officer.

"We take great pride in assisting with the secure surface movement of such high-priority cargo," said Chief Warrant Officer Robyn Kapperman, military outload liaison, Coast Guard Sector Charleston. Kapperman coordinates Coast Guard waterside security and seaport force protection escorts for MRAP sealift and other priority DOD sealift missions in Charleston.

"The shipment of these MRAPS is a top priority mission for the Army and Marines," said Maj. John Sattely, commander of the Savannah Marines, 4th Beach Terminal Company, Landing Support Battalion. "We provide 5- to 10-member teams of Marines to support these MRAP sealift missions. These missions give my Marines a great training opportunity, help SDDC reduce contracted labor costs, and give us the opportunity to support a high priority DOD logistics mission."

Marines awarded for support to MRAP mission

Lance Cpl. A. J. Banks (left) and Lance Cpl. J.T. Brown (right,) pose with Army Master Sgt. Kevin Young.

Marines from the 2nd Beach and Terminal Company, 4th Landing Support Battalion, Savannah, Ga., took part in an awards ceremony June 3, recognizing two of their own with awards usually given to soldiers in the Army.

Lance Cpl. A. J. Banks and Lance Cpl. J.T. Brown were presented with Army Achievement Medals for supporting the 841st Transportation Seaport Battalion and the Military Surface Deployment and Distribution Command's seaport operations over the last nine months.

"These Marines have provided top notch support to our high-tempo Department of Defense seaport mission in Charleston and Savannah over the last nine months," said Lt. Col. Randolph Haufe, commander of the Army's 841st Trans. Bn.

The Marines served in support duties at the port, including traffic management, movement control, force protection, cargo documentation and inspections. Banks and Brown supported the deployment of the Army's 3rd Infantry Division out of Savannah, Ga., the shipment of more than 4,000 Mine Resistant Ambush Protected vehicles (MRAPs) out of Charleston's strategic seaport in South Carolina, as well as other missions.

"It is great for my Marines to witness these awards in a unique, joint environment," said Maj. John Sattely, the Marines' commander.

Developing a Unique Department of Defense Unit Movement Transportation Tracking Number

Overcoming Barriers to Force Movement Visibility

By David A. Vail, U.S. Transportation Command

"Logistics sets the campaign's operational limits. The lead time needed to arrange logistics support and resolve logistics concerns requires continuous integration of logistic considerations into the operational planning process. This is especially critical when available planning time is short. Constant coordination and cooperation between the combatant command and component staffs--and with other combatant commands--is a prerequisite for ensuring timely command awareness and oversight of deployment, readiness, and sustainment issues in the theater of war."

-- Joint Pub. 1: Joint Warfare of the Armed Forces of the United States

Learning from Industry

The commercial distribution sector has had widespread success by adopting web-based, web-assigned tracking numbers. Their underlying motive is certainly the "bottom-line;" and to affect that "bottom-line," companies have sought to better serve their customer needs through the application of information technology. The assignment of unique life-cycle tracking numbers for customer visibility is a cornerstone strategy for corporate America. Today, nearly every successful enterprise uses some form of tracking number to manage their products and services.

Whether it is a mega-volume small package carrier such as FedEx, DHL or UPS; a large retail chain such as Wal-Mart; an international ocean carrier such as APL, SeaLand or Maersk; or even a fish and game wildlife environmentalist; every one relies upon unique life-cycle tracking numbers to hold business information together as it passes through enterprise databases. They realize that by tightly integrating corporate data, they can provide quick, simple and understandable responses to any customer inquiry. In the end, satisfied customers breed more business opportunity, and more business opportunity breeds larger "bottom-lines."

In addition to the tangible customer benefits from this data integration strategy, there are internal corporate benefits as well. The strategy also allows these organizations to track critical corporate information across domain boundaries; e.g. operations, finance, inventory/tracking, scheduling (planning), marketing and resource management. Without a business focused integration strategy to share information, the business becomes fragmented and critical business information becomes compartmentalized, and eventually loses inherent value to the business as a whole.

So, if this approach is being used so successfully by so many, why has the Department of Defense (DOD) not yet realized the value to be gained by the introduction of a unique tracking number for unit deployments? Over the past 20 years, the DOD's joint planning and execution community has continued to seek ways to compare actual execution detail with its associated planned movement. This has continually been identified as a major command and control goal – to accurately depict a "plan versus actual" view and make needed adjustments as real world events affect the plan. However, the fundamental pitfall of this goal has always been that the classified planning domain of Joint Operation Planning and Execution System (JOPES) and the unclassified execution domain of the Defense Transportation System (DTS) use significantly

different data models with differing levels of detail. For that very reason, an accurate, detailed portrayal of "plan versus actual" has met with failure.

The United States Transportation Command (USTRANSCOM) and United States Joint Forces Command (USJFCOM)-sponsored Transportation Tracking Number (TTN) initiative finally addresses this issue.

Early Efforts to Track Unit Movements

Subsequent to Sept. 11, 2001, high volume deployments supporting U.S. operations in Afghanistan mandated better deployment data visibility. Early analysis revealed extensive variance in the accuracy and completeness of unit deployment data and, over time, the reported operational picture of the unit deployment status was significantly distorted.

When viewing Unit Line Number (ULN) requirements in the JOPES, the corresponding scheduling and movement visibility was no better than 27 percent. When the same unit deployment data was researched in the Global Transportation Network (GTN) with the Unit Identification Code (UIC), 85 percent of the unit shipment data was visible.

Of significant interest was the magnitude of "key" data element errors across multiple systems and processes; e.g. incorrectly constructed Transportation Control Numbers (TCNs), or missing and/or incorrect ULNs. This early look into deployment data uncovered significant data breakdowns that regularly occur in the execution-planning cycle, and provided fertile areas for attacking unit move visibility problems in order to develop a long-term solution.

Overall the study revealed that systems work as designed when provided all critical data at the beginning of the process. However, it also revealed that the lack of process discipline and continuous human intervention with the data created significant voids in the ability to maintain these critical data associations. New tools, new procedures, and a greater emphasis on data quality will be needed in the future to affect a long-term solution.

In the deployment planning and execution domains, there are crucial pieces of information represented by data elements that must be understood. During contingencies, initial movement requirements are defined in an aggregated fashion in JOPES; while the actual shipment detail during movement of these requirements is recorded in DTS systems.

To get a "planned versus actual" perspective, critical pieces of information from the plan and execution space must be held together from the very beginning of movement planning through closure at the end of movement. It is only by maintaining cross-domain linkages of these relationships that a user can ultimately understand the status of deployment and determine how real-world events are affecting that movement. The initial steps of our data analysis effort were to understand the realities of these critical data relationships during deployments to Afghanistan and Iraq.

To achieve quality in-transit visibility (ITV) for unit moves from the planned requirement through its execution and delivery, the relationship of these four critical data elements must be fully understood:

OPLAN Identification (PID)
ULN
UIC
TCN

It is absolutely essential to hold these elements together in order to fully trace JOPES planned records with its DTS execution detail. Since the JOPES domain is limited to an aggregation of data in contrast to the DTS execution systems that contains item level detail, all critical data relationships must be maintained throughout the entire deployment planning and movement life cycle as the data passes from system to system.

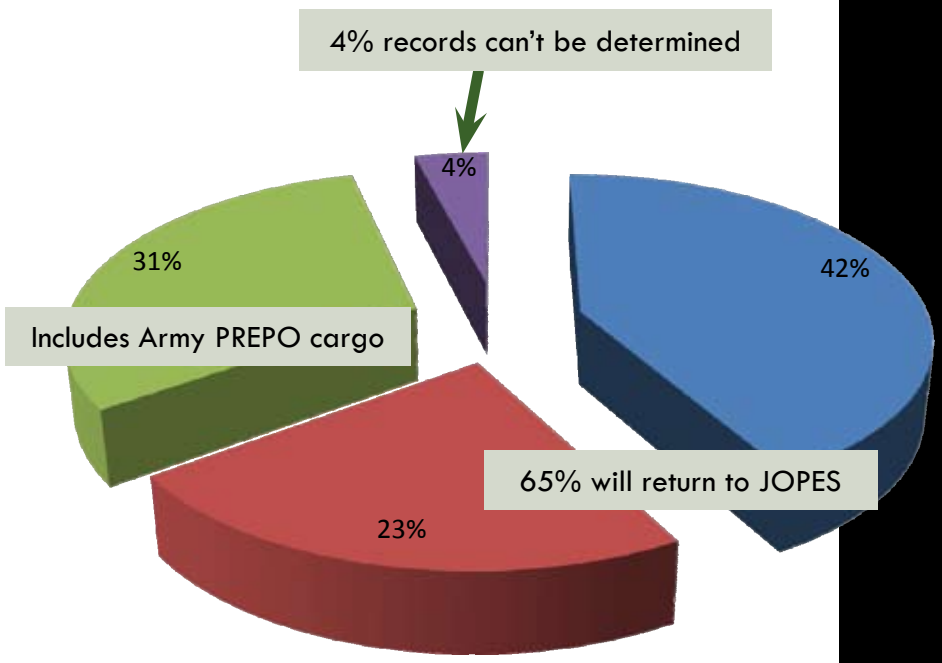
Remembering that the planning data in JOPES differs significantly from the movement data in the DTS systems, these DTS systems must eventually roll the details up into aggregated data sets for JOPES. Once this aggregated data is in JOPES, the details of the deployment can no longer be understood.

The process can be likened to melting ten pennies into a copper mass. Once accomplished, one can no longer read details that were stamped on the coins; all independent detail is lost in the

Figure 1
ULN Analysis: July 18, 2007

Total Mobility TCN Shipments
117,715

Figure 1 shows the results of deployment data quality as of July 2007. The red and blue segments reflect the presence of a ULN in the record set. The green slice depicts valid service records that did not have the ULN. When translated to the warfighter, his view of unit deployments continues to be affected by the loss of 35 percent of his data.



aggregation process. Additionally, if any critical data linkages for the cargo are lost, an accurate rollup is again impossible. With two disparate domains operating two independent databases any rollup picture is, at best, a very precarious one.

In spite of deployment doctrine and policy, data standardization, business rules and personnel training in deployment processes, this decentralized approach to manually generating critical data elements has opened the door for users to regularly introduce non-compliant and inconsistent data into deployment execution systems. Although the Defense Transportation Regulations (DTR) state that unit move TCNs must be unique, they are not, especially over relatively short timeframes and across OPLANs. Currently, there is no unique key created at the beginning of requirement identification process in JOPES that remains tightly associated with shipment data throughout the deployment process. Our current decentralized process is very cumbersome and labor intensive, such that enforcement of doctrine, policy, data standardization and business rules is non-existent.

Operations Enduring Freedom and Iraqi Freedom

Deployment data quality was consistently monitored throughout the last five years of OEF/OIF. The first report, completed in October 2002, reflected that of the 123,730 unit move TCN shipment records, only 29 percent contained a ULN needed for possible return to JOPES. During the intervening period from October 2002 to January 2003, a software change was made to a DTS air manifesting system, improving the data quality to 46 percent. In February 2003, USTRANSCOM and the Army's Forces Command (FORSCOM) personnel reconfigured a data exchange between the COMPASS and GTN Systems to obtain a post-FORSCOM-edited data feed, vice the existing pre-edit feed, resulting in a significant improvement (61 percent) in Army data quality.

As far as real data quality is concerned, USTRANSCOM has begun to move from the art of guessing to the initial stages of applied scientific research to help identify and point to the resolution of data quality issues across the DTS. Even with these first steps, there is no real data quality visibility inside these segments of data. By January 2004, the level of data quality reached 77 percent, yet within a year that number had fallen to 65 percent and has remained representative.

Overcoming the Problem

To overcome the data integrity issues outlined above, USTRANSCOM, in partnership with JFCOM, has sponsored a FedEx-like tracking number concept for all DOD unit deployment cargo. This initiative is called the Transportation Tracking Number (TTN). The basic concept for the unit movement TTN has several critical characteristics that must be kept in focus. These

characteristics are:

- each number is truly unique over a significant timeframe (upwards of ten years);
- each number is a data key that can cross classification boundary without comprising OPSEC;
- the number is assigned as early in the deployment planning process as possible; and
- this number remains associated with the shipment data in every system that processes and stores transportation data.

The TTN will ensure all unit move requirements are reported back to JOPES for a fully-realized "plan vs. actual," capability-based closure assessment.

Transportation Tracking Number Initiative

Fundamentally, the TTN concept has two parts. Account numbers are established in JOPES at the highest level and are subsequently used as a "seed" for creating individual tracking numbers for each shipment. At the outset of any new deployment requirement in JOPES, a system generated account number would be ascribed to each requirement. It would be based on an algorithm that represents a combination of JOPES PID and ULN data. It would not be a concatenation of these values, but would be a newly generated randomized customer TTN Account Number (TTAN).

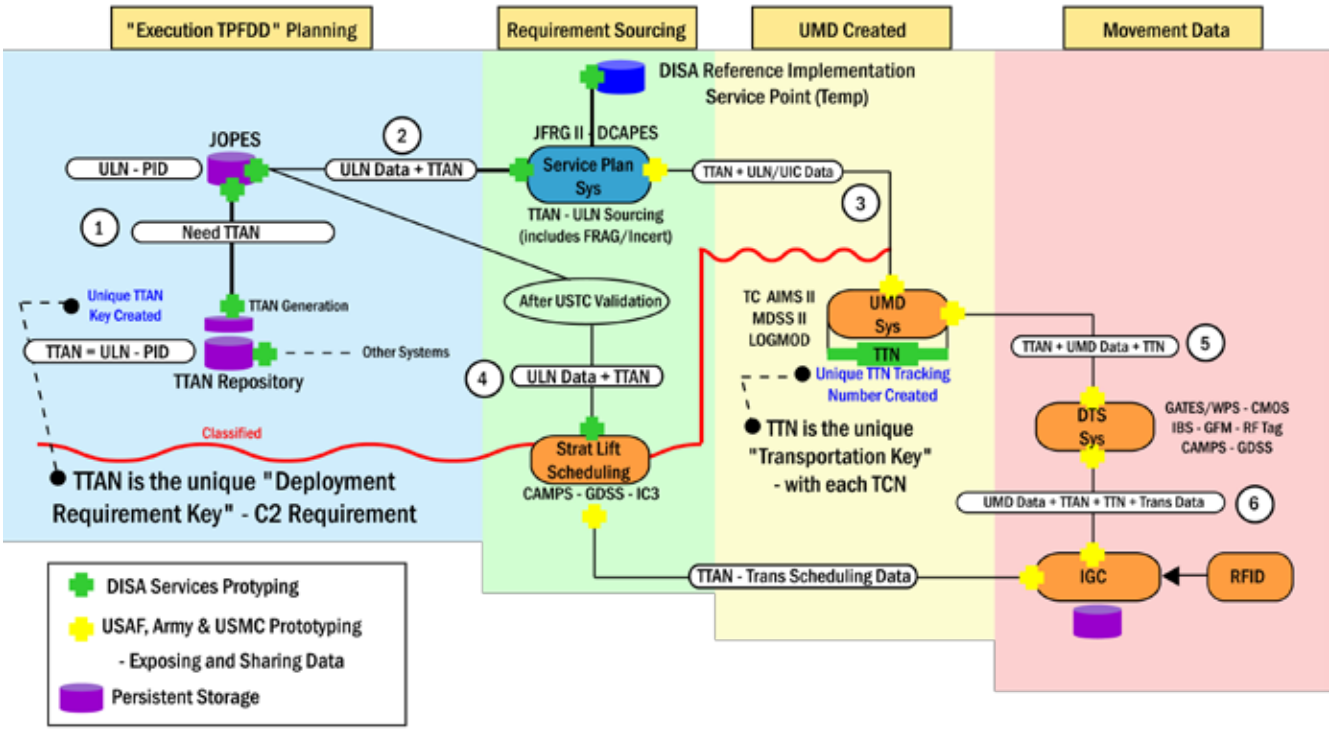
Two key aspects of the number are: (1) it does not have innate intelligence in and of itself; and (2) it remains unique throughout its lifecycle to prevent reuse or duplication within the transportation domain.

The TTAN will be established sometime prior to, or during, the planning/sourcing process. This account number is established electronically in JOPES at the moment a requirement record (ULN) is created. As unit movement documentation is created, a sequential counter for each shipment is added to the TTAN to create a complete TTN. This TTN is collected in a service-owned deployment repository, as well as processed through all the other DTS systems and eventually collected in the TRANSCOM global ITV database. As the shipment is moved through the execution environment, the TTN serves as the "data key" for ensuring data reliability throughout the complete movement.

To gain visibility of actual movements, the

Figure 2

TTN Process and Services



TTNs are available on the unclassified systems for TTN Account Number queries. Additionally, at various points in the execution, the TTNs movement event updates would be reported to the C2 environment for the comprehensive planned versus actual assessments.

Within the Joint Staff's Operations Directorate (J3), its Command Systems Operations Division has taken the lead in having the Defense Information Systems Agency (DISA) engineer the TTN initiative and support services, thus setting the stage for the FY08 prototyping in preparation for future implementation. In this effort, DISA will be providing a range of Service Oriented Architecture (SOA) services and documentation for developers to use in their prototype and eventual implementation efforts. Figure 2 identifies a basic view of the systems and where various SOA services are envisioned.

Removing Old Barriers

Since the TTN is designed for machine-to-machine data exchange, there is no human user involved in its creation, exchange or processing; it remains guaranteed unique and traceable and unalterable. The TTAN provides JOPES the single unique data key that can be used to hold the entire life cycle of planning and execution data together.

Because there is no embedded intelligence in the creation of the basic TTAN in JOPES, it is not restricted from the classified-to-unclassified data flow…thus removing the requirement for: (1) establishing an alias for the PID to be used on unclassified systems; and (2) maintaining the classified PID to unclassified "PID-alias" cross-reference table. Through the TTAN, the PID–ULN relationship can be freely exchanged across the classified boundary without violating operational security. The unalterable and unintelligent TTN removes any motivation for customer changes which traditionally destroy embedded intelligence in current TCN, such as changing sustainment TCNs into unit move TCNs to avoid HAZMAT restrictions or to avoid billing by moving on contingency missions.

Finally, the TTN removes the dependency on process enforcement for any success in achieving improved unit move data quality.

New Capabilities Enabled by TTN

In the simplest terms, the TTN resolves many long-standing issues with deployment data quality, while at the same time fulfilling critical command and control objectives. Because the TTN initiative provides the linkages across JOPES and the unclassified transportation systems, it offers the opportunity to assemble an accurate "plan vs. actual" picture at the item-level of detail. The essence of the "plan vs. actual" picture is that it provides a true relationship of the plan requirements and all the detail about unit movements. The TTN enhances command and control of deployment from origin to destination, affording commanders better insight for posturing support, coordinating delivery and conducting capability assessments.

The orchestration of this detail data enables the combatant commander and staff to better understand force capability and the synchronization and integration of that capability before, during and after deployment of their forces. Strategic and theater replanning is empowered by the availability of accurate deployment planning and execution data that provides any aggregation needed by strategic, operational and tactical stakeholders; e.g. ULNs, UICs, Force Tracking Numbers (FTN) or even type equipment and the related capability. Significantly, the TTN allows unit equipment to be moved on any plane or ship without the loss of ITV, and more importantly, its OPLAN relationship. It is this final point that opens the potential to transform the financial process for billing and paying for lift.

The TTN offers the opportunity to transform the world of deployment data.

David Vail is a senior civilian in the Operations Integration Division, Operations & Plans Directorate, USTRANSCOM, overseeing the design and development of the Transportation Tracking Number initiative. *Significant contributions to the TTN effort and this article have been provided by Randall Heim, Jim Donovan, and Tom Black of MITRE.*

Distribution Academy

USTRANSCOM education grows to define the modern logistician

by Mike W. Petersen, TRANSLOG editor

A 21st-century logistician has more to consider in the military deployment and distribution process than basic movement over air, land and sea. Accomplishing the complex missions faced daily at U.S. Transportation Command (USTRANSCOM) requires a workforce prepared for dynamic, global logistical challenges.

As part of a developing human capital strategy to recruit, train and retain employees that can meet those challenges, a comprehensive curriculum known as the Distribution Academy is being created for logistics professionals. But what is being created to give USTRANSCOM personnel leading edge supply chain management competencies, had humble beginnings.

The Distribution Academy began as a "USTRANSCOM 101" briefing to help orient USTRANSCOM's new action officers to the joint distribution environment taught by subject matter experts (SMEs) within the Command. It came to be known as Course 1 of the Distribution Academy's curriculum.

"We wanted to share across the command the most important objectives to meet the commander's vision and explain the relation between the commands," said Diana Roach, a joint transportation specialist working closely on the program.

Two additional courses were added to comprise Phase I of the Distribution Academy program. Course 2 functions as an introduction to supply chain management for Joint Deployment and Distribution Enterprise (JDDE) personnel and is taught by two professors from National Defense University's Industrial College of the Armed Forces. Course 3, another course taught by in-house SMEs, serves as an introduction to the Fusion Center. The Fusion Center acts as a liaison between the transportation component commands and other DOD partners, enhancing collaboration throughout the JDDE.

The goal is to bring together agencies to create customer-based teams, according to Roach.

Roach's team, a branch within USTRANSCOM's Strategy, Policy, Programs and Logistics Directorate, is working on developing the next phase of the program.

"The second phase is aimed at developing employees through an end-to-end competency model," said Cynthia Robben, a change management specialist working on the program. "Our goal is to provide a blended learning approach in terms of instruction method and delivery format. We see training as 'how to do,' and education as 'how to think.'"

To identify the elements of an educated modern military logistician, the team has created the JDDE Competency Model. The model defines

the knowledge, skills and abilities that lay the foundation to develop joint logisticians throughout the enterprise who can operate in a variety of disciplines and who understand the dependencies within the entire supply chain, according to Roach.

"The competency model was started with a catalog of high performance, best-practice Supply Chain competencies and was tailored to develop a framework of competencies specifically for the JDDE," said Robben. "We then worked with directorate-appointed subject matter experts to further define the competencies and develop a more detailed list of knowledge, skills, and abilities."

The Competency Model identified nine areas of specialization, 40 competency levels and 250 skills that JDDE logisticians should have. The model was reviewed by USTRANSCOM, the transportation component commands, and the Defense Logistics Agency. It was also sent to the regional combatant commands and the uniformed services' respective headquarters for validation.

Armed with a thorough list of the needed competencies, as well as an accounting of available education, Phase 2 has begun filling education gaps through a number of sources, both military and civilian.

"Phase 2 will tie together the best of university programs, commercial web-based courses, and DoD-offered courses to ensure our personnel receive the education and training they need," Roach said. "That includes supply chain management certification through civilian education resources such as St. Louis University, University of Tennessee, and Pennsylvania State University."

To further develop the Distribution Academy, the team is looking to grow partnerships with National Defense University, USTRANSCOM Component Commands and several other organizations across the Joint Deployment and Distribution Enterprise.

"The Distribution Academy and the JDDE Competency Model are identifying the right education for the right people and making it available," said Navy Capt. David Meyers, USTRANSCOM's division chief overseeing the effort. "It's about reinvesting in the future."

Lean Six Sigma on a roll at SDDC

From SDDC and Army News Service reports

For Military Surface Deployment and Distribution Command (SDDC), improving customer service means improving the nation's warfighting capability. A part of Army Business Transformation is already saving time and money while improving quality of service to our troops.

Starting December 2007, Lean Six Sigma (LSS) continuous process-improvement methodology has been introduced to SDDC in a series of "roll outs." More than 300 employees have completed familiarization training, and most of the headquarters staff sections have selected LSS projects to work.

"Everything you do supports the warfighter and you can improve processes in supporting the warfighter though Lean Six Sigma," said Col. Dave McClean, G5 and LSS deployment director for SDDC. "You can improve how we fight the Global War on Terror."

Throughout SDDC, LSS projects are underway to evaluate and improve the recruiting and staffing process, pre-acquisition planning, and three battalions are doing projects on reducing cargo port hold-time, according to Jim Coe, LSS manager for SDDC.

While the actual execution is in the hands of the workforce, leadership throughout the Department of Defense has sung the praises of LSS as its implementation produces the intended benefits. Since implementing Lean Six Sigma more than five years ago, the Army has saved more than $2 billion, according to Army News Service.

During his May tour of Red River Army Depot, Texas, Defense Secretary Robert M. Gates learned how applying Lean Six Sigma principles drastically cut the amount of time spent resetting and refurbishing Humvees so they can be returned to the combat theater.

"Humvee production here has skyrocketed from about two Humvees a week in 2004 to an eye-popping 26 Humvees a day in 2006, and 32 a day now," Gates told reporters.

Assembly-line processes were cut to a fraction of the time it takes to rebuild battle-damaged vehicles, explained Patton Tidwell, the depot's director for contracting.

"We broke complicated procedures into smaller, simpler tasks," Tidwell told Army News Service. "It's enabling us to take care of warfighters in the field better every day."

The Red River employees also earned almost $600,000 in savings on projects involving the Bradley fighting vehicle and created fuel-recycling initiatives that saved more than 37,000 gallons of fuel in one year.

LSS success stories continue to emerge across the Army since the program's inception. In an Army News Service article announcing the Army's cumulative savings of nearly $2 billion, LSS was credited with shortening the Army recruiting process from 32 steps to 11 to bring in new recruits and reducing issue and turn-in times by 50 percent and inventory by more than 65 percent at the Central Issue Facility on Fort Bragg, N.C.

Lean Six Sigma's process improvement is reached by building teams within an organization. These teams include a project sponsor who is accountable for project results, a Lean Six Sigma expert (known as a "green belt" or "black belt") and subject matter experts. SDDC currently has 29 green belts and 12 black belts trained.

Green belts are basic LSS practitioners with a basic level of understanding and expertise (single-organization projects – generally in their own lane) while black belts are trained to a greater level of expertise and are more into multi-functional, multi-generational projects, said Coe.

Projects are approached through a structured process called the Define – Measure – Analyze – Improve – Control (DMAIC) method to achieve the project goals (see sidebar).

"Understanding the dynamic nature of our Service, the Army added an additional stage: Sustain," Coe said. "After the Control stage is completed, the team monitors the process for six months to make sure the new process becomes the

normal way of doing business and is having the predicted effect."

"We're very proud of the number of green belts, black belts and master black belts we've got [in AMC]." Gen. Benjamin Griffin, commanding general of Army Materiel Command, said at the DOD Continuous Process Improvement Symposium in May. "We're also very proud of the fact that we're doing more and more training in-house."

The goal is to help the warfighters, Griffin said. Applying continuous process improvement, Lean Six Sigma and other aspects of efficiency improves support to the servicemembers in the field, he said.

Griffin urged leadership-management to explain the benefits of Lean Six Sigma; otherwise, "it will go nowhere," he said.

The adoption of the LSS methodology isn't an abandonment of earlier management styles, according to Coe, but rather an integration of complementary methods.

"Some of our people may have experienced Zero Defects or Total Quality Management," said Coe, referring to previous management-improvement methods. "The best aspects of these older programs are part of LSS, but significant changes were added based on experience from industry leaders including Toyota, Motorola, and General Electric."

One can earn his green belt, black belt, or even master black belt certification through SDDC-sponsored training. The SDDC LSS program will send employees to school, as well as coach and mentor them through the entire process. All one needs, said Coe, is the desire to fix a problem or improve a process.

"It isn't a buzz word for cutting manpower or reducing cost," he said. "It is a way we can work better (higher quality), faster, and smarter (less cost), while staying focused on customer one: the warfighter."

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The "DMAIC" Process

Define: In the first stage, the team refines the problem statement and project goals, collects base line data, and plans the project.

Measure: The process is mapped and the team collects data on how it really works.

Analyze: The team performs a graphic analysis of the collected data to identify the root causes of the problem.

Improve: A team develops the solution to the problem, plans its implementation, and often does a pilot project to make sure it will work.

Control: The team starts mistake-proofing the improved process, develop SOPs and training, and plans and executes the handoff to the workforce.

SDDC's Lean Six Sigma manager Jim Coe supplied the following sample project – drawn from the earlier "Lean" methodology:
Try the Five S's
SORT — Organize your workplace and remove items that aren't needed for the task
STRAIGHTEN — Arrange items in standard locations so they are easy to access
SHINE — Make your work area clean, free of waste, and safe
STANDARDIZE — Create a consistent way to do the right things in the right order every time
SYSTEMATIZE — Maintain order in the area as a regular part of daily activities

"Much of the Lean Six Sigma methodology is like this," Coe said. "It's common sense applied in a systematic manner."

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